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Publisher's Page

Winter Issue 2014



Greetings:

It's no secret the CEOs of most colleges and universities are men. However, there are some absolutely dynamic women serving as President or Chancellor at many of the country's institutions of higher learning and many more who are quite capable of successfully assuming top administrative posts, if given the chance.

In this issue of Lovick Diversity Career Journal, we're proudly celebrating female Presidents and Chancellors at some of the nation's HBCUs. We're also honoring three top executives at Starbucks Coffee Company: Chris Carr, Executive Vice President, U.S. Retail Stores; Zeta Smith, Regional Vice President Northeast Region; Blair H. Taylor, Chief Community Officer and Executive Vice President Partner Resources. Carr, Smith and Taylor are making a difference at Starbucks, a Fortune 500 company, that ranked 94th on this year's list of Fortune's Annual Best Companies to work.

Speaking of Starbucks, I would be remiss if I didn't commend them for the employment opportunities they have provided in inner cities across the United States and for the jobs they contribute by opening stores at Historically Black Colleges and Universities. Starbucks is among many Fortune 500

companies that are trying to make a difference in the African-American community by being more inclusive to ensure people of color are considered for key positions at their companies.

I'm thankful every time I successfully publish an issue of Lovick Diversity Career Journal, but I'm particularly grateful for this issue because it celebrates HBCU'S President and Chancellors. It's my sincere hope you won't simply flip through the pages of this issue, but instead, sit down with a cup of Starbucks coffee and peruse each article. The women featured in this issue are amazing, and it's my distinct honor and privilege to present them to you. I'm confident after reading their stories, no matter your race or whether you're a female or male, you'll be inspired to work a little harder, to dig a little deeper and to resolve to never stop striving to reach your goals. I salute the women featured in this issue. Likewise, I salute you because without your loyalty and devotion, Lovick Diversity Career Journal simply wouldn't be the magazine it is today.

Best regards,
Calvin

LOVICK

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CALVIN LOVICK, SR.
Founder & Publisher
calvin_lovick@yahoo.com

SCOTT CALVIN LOVICK
Associate Publisher & CEO

CHRISTIAN CALVIN LOVICK, JR.
Vice President of Sales & Marketing

ANGELA M. CRANON, M.A.
Associate Publisher & Editor-in-Chief

JACK MARTINEZ
Senior Writer

EARL HARRIS, CPA
Chief Financial Officer
hmgmt3@yahoo.com

RANDY BENN
Senior Account Executive
zadock1@aol.com

ALYSSA SHEPARD MOORE
Associate Editor

ANGELA WONG
Copy Editor

VERONICA REID
Assistant to Publisher

LINDA GREENE WASHINGTON
Layout Design

JEANNELL LOVICK JEFFERSON
Vice President of Circulation

LOVICK CAREER JOURNAL
P.O. Box 88865 • Los Angeles, CA 90009
Offices: (310) 412-7220
Email: clovick8@gmail.com
Circulation: Jeannell@lovickcareer.com

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Making It...

The Rise of the Delaware State University's Aviation Program



Dr. Alton Thompson, DSU provost and vice president of Academic Affairs, pose in one of the helicopters of Horizon Helicopters Inc., which will be used to train DSU student in helicopter flight.

Since the 1988 establishment of the DSU Aviation Program (former called Airway Science), its degree concentration offerings of Professional Pilot and Airways Management has been a mainstay among the most unique degrees available at Delaware State University. Aviation degree seekers can earn their licenses to become profession pilot, or pursue the management side and become airport managers or air traffic controllers.

Today with its great emphasis on mentorship and professionalism, the program is operating at close to its capacity in terms of the number of students it can handle.

Capt. Stephen Speed, director of the DSU Aviation Program, said after years in which the enrollment in the program struggled, over the last four years the program's enrollment has been on the rise and the program is almost at capacity.

After 45 students were enrolled during the 2008-2009 school year, each year since it has steadily rose from 56 students in 2009-2010 up to 94 students in the 2012-2013 academic year.

"I believe the enrollment increase has

been partly due to the stability of our instructors," said Capt. Speed, who became the director in 2007. "Philippe DeRosier, our chief instructor has been here for six years and has been a great source of stability."

In addition, Capt. Speed said, the program is fortunate to have other experienced instructors all of whom possess an abundance of real world professional aviation experience which make their instruction particularly valuable.

Such instructors have been important to the philosophical thrust of the program – professionalism – which is one of the



Capt. Stephen Speed, director of the DSU Aviation Program, and Philippe DeRosier, the program's chief instructor.

most important aspects of aviation. That makes learning and being mentored by experienced pilots all the more important, Capt. Speed said.

"A lot of our students previously had

not had such personal examples in the life," Capt. Speed said. "It is interesting to watch their transformation from freshmen to senior."

DSU is one of about 150 institutions of higher education to offer an aviation program, and it is the only Historically Black College or University that possesses its own fleet of planes. The DSU fleet of planes – a mix of six Piper Warrior, two Piper Arrows, one Piper Tomahawk and one Piper Seneca – are maintained at the Delaware Airpark near Cheswold, Del., an airport facility operated by the Delaware River & Bay Authority only a few miles from the DSU campus.

The flying proficiency the program develops in its undergraduate aviators was evident last fall when a team of DSU student-pilots performed well in a National Intercollegiate Flying Association regional competition

Dr. Dan Coons, the founding director of the then-Airway Science Program at DSU from 1987 to 1992, is considered to be the visionary that made the program an academic and professional fixture at DSU.

"This program made it possible for a lot of young men and women to fly and pursue aviation careers, who otherwise may not have been able to afford such training at other places," Dr. Coons said.

The Aviation Program has produced a wealth of DSU success stories – including graduates flying for commercial airlines, handling the management and operations of airports, and directing the planes as air traffic controllers. Sterling examples of DSU aviation graduates include Capt. Ray Sean Silvera, who is an assistant chief pilot for United Airlines; Benjamin S. Clendaniels, senior airport manager for the Delaware facilities of the Delaware River & Bay Authority; and Scott Lovick, a former air traffic controller who is now

working as the Philadelphia representative for the NY/NJ/Philly Airspace Redesign Project.

Mr. Lovick career path is representative of the many opportunities that can open up for DSU aviation products. He graduated in 1992 with an aviation degree concentration of aircraft system, the track pursued to become a pilot. But while that was his original aspiration, once he became aware of the opportunities available as an air traffic controller, he redirected his career path.

He would go onto to establish himself on the west coast, where he



Scott Lovick, Senior Air Traffic Controller

worked at the Los Angeles Air Route Traffic Control Center from 1994 to 2002. He later moved on to the Philadelphia International Airport, where he serve as a front-line manager with 12 air traffic controllers working under him.

While at DSU, Mr. Lovick earned five different flying ratings (commercial multi-engine pilot, instructor multi-engine, flight instrument instructor, advance ground instructor, and ground instru-

ment instructor).

"DSU gave me the best aviation education in the world," said Mr. Lovick, a native of Jamesburg, N.J. "Aircraft Systems gives me a leg up, as it gave me an understanding of both flying and air traffic."

While the current DSU Aviation Program is 25 years old, the institution's involvement with aviation dates back to the 1930s when a pilot training program was adopted as part of the then-State College for Colored Students curriculum offerings. This initial program was one of six pilot training programs that beginning in 1939 served as a source of black aviators for the famed Tuskegee flight program that would go on to distinguish itself in the air battles of World War II.

Dr. Coons, even in retirement, continues to stay connected with the aviation faculty and students. He said the success of the program in preparing aviation industry professional is no mystery.

"The Federal Aviation Administration has a prescribed number of steps that have to be followed to qualify as a professional pilot, and DSU has always followed those steps so our young men and women would be employable," Dr. Coons said. "Our graduates are employed all over the aviation industry, and that is proof of the pudding."

During the summer of 2013, the DSU Aviation expanded its flight training to helicopters. The University signed an agreement with Horizon Helicopters of Newark, Del., which enlists their instructors in the flight curriculum of the University, and thereby expanding the possibilities to those who study to become a professional pilot at DSU. The new helicopter flight training for DSU students will begin in the fall semester 2013. ■



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The Future of Employment - "Temp" and "Outsourcing Jobs"

by **Angela M. Cranon, M.A.**
Associate Publisher



Photo Credit: Jeremiah Charles

It is not your imagination that finding a job still appears to be difficult, especially a well paying one. Even with fluctuating unemployment figures, the types of jobs being filled are low-wage, temp and outsourcing positions.

According to Forbes Magazine in an article entitled, "Careers Are Dead. Welcome to Your Low-Wage, Temp Work Future," "Almost 30 percent of American workers are expected to hold low-wage jobs-defined as earnings at or below poverty line to support a family of four in 2020."

What's on the rise, however, is the number of temporary positions, which rose by six percent over last year's numbers in the first quarter

of 2012, according to the American Staffing Association.

Although this may not sound promising, securing a temporary position with a major corporation could lead to a full-time job or a future client, if you are ambitious enough to branch out on your own. Not to mention, many corporations are outsourcing jobs, not just across the globe, but here in America, your own backyard, especially for skilled professionals.

Today's job market in the United States can force corporations to hire outside of the traditional office staff, especially with the high cost of benefits. Securing such positions means getting degrees and skills in very specific areas or taking your current experience and parlaying it into a high-paying career.

Accountants, payroll specialists, financial planners, computer analysts, marketing professionals, software

engineers, technical writers, and grant writers are just a few on the list that get hired by corporations of all sizes for temporary jobs and outsourcing opportunities.

Multiple jobs with different companies as a freelance writer, researcher, adjunct instructor, tax collector, morticians, weight-loss expert, medical technician, and celebrity personal assistant represent what's in demand in the outsourcing market.

When you consider these options of working as a temp or opening up your career to a contract laborer, the employment market may not seem as bleak. These occupations can lead to high paying careers. For those going to college, research the discipline that can lead to a long-term career. Professionals, use the skills you have and market them. Do not use the unstable job market as an excuse, make it happen and become employable.

Make it a great day! ■



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Top 10 Companies for Asian Americans (2012)
#1 Company for Lesbian, Gay, Bisexual, and Transgender Employees (2012)

BLACK ENTERPRISE Magazine
Top 40 for Diversity (2012)

Global Finance Magazine
Best Corp/Institutional Bank in North America (2012)

Environmental Protection Agency
Green Power Partner Company (2012)

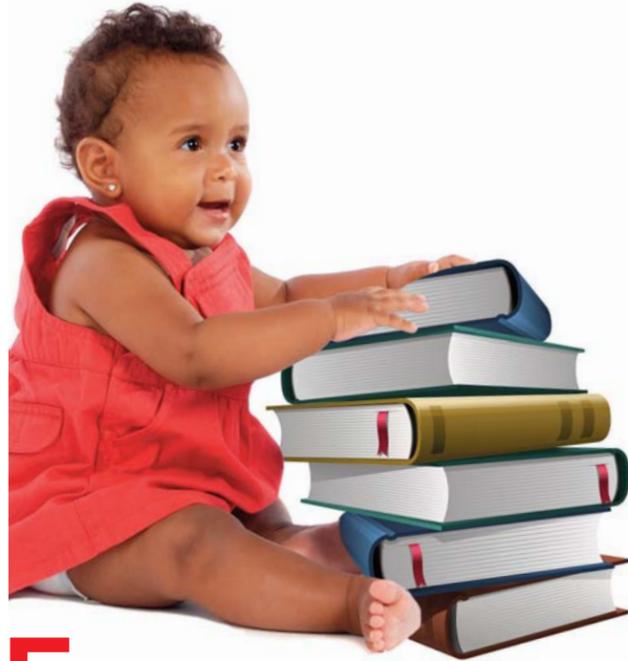
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Perfect Score of 100 on Corporate Equality Index (2011)

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Revised October 2012

Start Reading While They Are Babies

by Sharon Woodson-Bryant



Every 26 seconds, a high school student somewhere in the United States drops out of school and for black and Latino students, the likelihood of getting that diploma is closer to one in two, with the graduation rate at less than 65 percent.

These are dismal statistics. And as any employer knows this affects our future workforce and we must be more aware of how this impacts the very foundation of our black and Latino communities. If we are going to continue to develop successful leaders and business executives like the ones featured in this magazine, we must educate parents and caregivers about the importance of early childhood education.

Kids drop out of school for a variety of reasons but it wasn't until I started working at First 5 LA did I realize that a child's education actually begins at birth. Research shows 90 percent of a child's brain develops in the first 5 years of

life. So learning to read should begin at infancy in fact, it is recommended that a mother should read to her child while it is still in the womb and continue throughout the toddler years. When they listen to stories, they gain crucial language skills.

Poor literacy skills is one of the major challenges facing school systems today, but child development experts have found that reading aloud to children before they start school better prepares them for academic achievement and helps cultivate a love of reading, a vital foundation for learning.

The absence of early literary stimulation is the harbinger of on-going educational



difficulties. Feelings of inadequacy and frustration cause children to grow to dread each new school year and frequently lead them to drop out of high school and experience chronic unemployment.

There is an abundance of research today that didn't exist when you and I were youngsters. And even now, many parents aren't aware of the significance of early reading. I have a friend whose daughter just had a baby this month and although my friend is a principal at an elementary school, she confided that so much has changed since she had her child nearly 30 years ago.

When I began explaining about early brain development, she was surprised by the new findings and I told her I would have First 5 California send her daughter a "Kit for New Parents." We must start now with our babies! If you know of new parents please tell them that the kit is available at no cost by calling 1-800-543-7025. ■

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Malissia Clinton

Senior Vice President, General Counsel and Secretary

As a young girl, Malissia Clinton astutely realized lawyers can make an impact on people's lives.

Today, as Senior Vice President, General Counsel and Secretary of The Aerospace Corporation, she's doing just that.

Clinton, of Manhattan Beach, Calif., is a graduate of Stanford Law School, where she was an editor of the Stanford Law Review. She has worked at Aerospace since 2009.

"I began my Aerospace career with TRW before it was acquired by Northrop Grumman," Clinton said. "Aerospace began with the acquisition of TRW's space technology subsidiary back in 1960. The people, culture and ethics are similar, so it was like coming home."

Things have been great for Clinton at Aerospace.

"Working here has exceeded my expectations," Clinton said. "I'm nearly four years into the job, and I still enjoy coming to work every day."

Clinton, who supervises 11 people, said she most enjoys the variety of issues she gets to resolve daily.

"No two days are alike," she said. "I love my legal and corporate secretary teams and hired three of the four attorneys with whom I have the pleasure of working each day. My legal team is very strong and collegial, and Mabel, my assistant corporate secretary, is a jewel. She's hardworking to a fault and dependable at her trade."

Clinton's job is as challenging as she envisioned it would be; however, if she could change two aspects of her position she said she'd have more time to devote to reading trade magazines and keeping up with the local press, and she'd spend more time socializing with employees.



"The former is important to ensuring I'm ahead of current events, and the latter is a good way to connect with employees and let them know I care," she said.

Aerospace is a good company for which to work because of its commitment to getting it right, Clinton said.

"At Aerospace we have great people who are cerebral yet humble," Clinton

explained. "Doing the right thing is more than just a platitude. At Aerospace, it's a way of life."

Catherine Steele, Vice President, Strategic Operations at Aerospace, said Clinton is an asset to the company.

"We need clear thinkers, smart minds and strong engagement," Steele said. "Malissia is curious and asks great questions. She likes to understand the foundations and context of issues and always offers a well thought-out response. Her active engagement across the corporation provides others the benefit of her keen sense and insights."

Steele and Clinton initially spoke to each other during an early morning workout in a gym in an Albuquerque hotel, though neither woman knew who the other was. They later met that day in a business meeting.

Steele said her initial impressions of Clinton as a smart, beautiful, competent, extremely well-spoken and engaging woman have only been solidified during the four years Clinton has worked at Aerospace.

Clinton said she thinks her co-workers would describe her as a friendly perfectionist, an assessment to which Steele agrees.

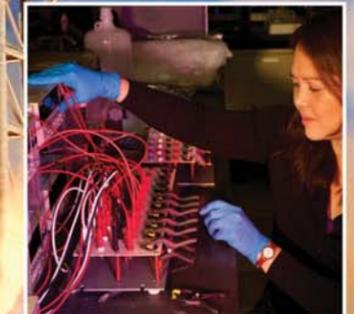
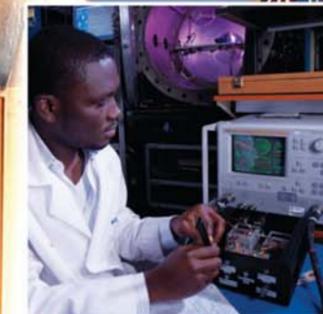
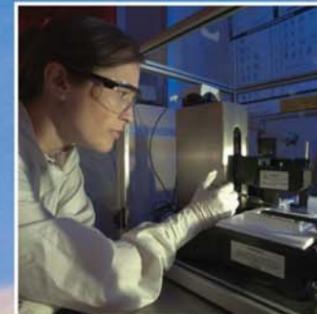
"I'm a perfectionist, too, and I fully appreciate her attention to details," Steele said. "Her knowledge and engagement really help improve all of us."

Steele has known Clinton since 2009 when she joined Aerospace. Shawn L.

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Office Stress: His vs. Hers

Too much work, too little money and not enough opportunity for growth are stressing us out on the job, according to a new survey from the American Psychological Association.

Women are more likely to feel tense during a typical workday, reporting more often

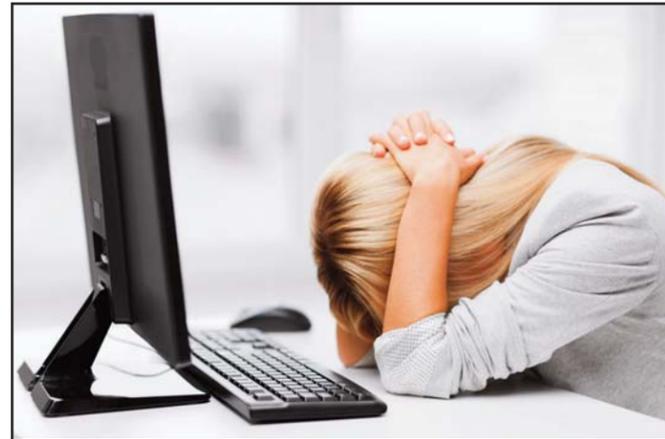


One-third of employees experience chronic stress related to work, the survey found. Women report higher levels of work stress than men, as well as a gnawing sense that they are underappreciated and underpaid.

Fifty-four percent of the 1,501 employed adults surveyed say they feel they are paid too little for their contributions, and 61% said their jobs don't offer adequate opportunities to advance. Only half of the adults polled said they feel valued at work.

A new survey from the American Psychological Association reveals troubling findings about stress in the American workplace. WSJ's Lauren Weber and the American Psychological Association's David Ballard join Lunch Break to discuss.

Women feel especially stuck and tense, the association survey indicates. Thirty-two percent of women said their employers don't provide sufficient opportunities for internal advancement, compared with 30% of men. Women .



that their employer doesn't appreciate what they do.

The annual survey, conducted in January and

released Tuesday, found the proportion of chronically stressed individuals has shrunk to 35% this year, compared with 41% in 2012, suggesting an improving economy and job market are making some people's work lives easier. But smaller percentages reported satisfaction with their jobs and work-life balance compared with 2012—two areas that had been on the upswing.

Women's stress is rising as families rely more on women's earnings. An employed wife's contribution to family earnings has hovered, on average, at 47% since 2009. But in that year, it jumped from 45%—the biggest single-year rise in more than two decades, said Kristin Smith, sociology professor at the University of New Hampshire. The comparable figure in 1988 was 38%.

Emotional responses to stress often divide along gender lines, with men more likely to have a "fight or flight" reaction while women are more likely to have a "tend and befriend" response, seeking comfort in relationships and care of loved ones, according to

research by Shelley E. Taylor, health psychology professor at the University of California, Los Angeles, and others.

Physically, the body responds to stress by secreting hormones into the bloodstream that spur accelerated heart rate and breathing and tensing of muscles. People who experience stress as a positive often have increased blood flow to the brain, muscles and limbs, similar to the effects of aerobic exercise. Those who feel frightened or threatened, however, often have an erratic heart rate and constricting blood vessels. Their blood pressure rises and hands and feet may grow cold. They may become agitated, speak more loudly or experience lapses in judgment.

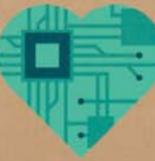
Either way, too much stress is harmful to individuals and companies, says David Posen, a physician and author of the book "Is Work Killing You? A Doctor's Prescription for Treating Workplace Stress."

"Chronic stress reduces all of the things that help productivity—mental clarity, short-term memory, decision-making and moods," Dr. Posen says.

Karen Herbison, 46, experienced symptoms of chronic stress after management changes in her depart-

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TOYOTA EXEC Al Smith

Partnership Makes Leadership Easier

Reading the bio of Albert A. Smith, Toyota Group Vice President of Service Operations & Corporate Planning—the title alone is a mouthful—is a bit intimidating. I mean, how many people can say they are in charge of “over 1,800 associates and a portfolio which finances over 4.4 million customers?”

In his current role, Smith oversees asset protection, central recovery and fraud departments for Toyota Financial Services (TFS) and Lexus Financial Services (LFS). Add to that, responsibility for TFS Corporate Strategy, Communications, and Corporate Social Responsibility departments, and it's obvious Smith is a very busy man.

Fortunately, Toyota's commitment to community and corporate partnership takes a big load off his shoulders. At each step of his career at Toyota, Smith was given the support needed to develop his skills and move to the next level.

He joined Toyota in 1990, and has held various key leadership positions, which include serving as the eBusiness Champion at TFS; and as the Toyota Motor Sales (TMS) Corporate Manager, Office of the Web. In addition, Smith has worked as the TMS Corporate Manager, Sales Strategy and Fleet Department, and headed strategy, sales and marketing for the U.S. fleet and commercial division, and Toyota's certified used cars operations.

Most recently, Smith was Vice President of Customer Services, in the Lexus Division of Toyota Motor Sales, responsible for all U.S. activities in the Parts, Service and Customer Satisfaction Departments.

His transition from online to offline financial services has placed Smith more directly in front of customers. And although he knows he cannot please everyone, it is the place he most wants to be.



“I have a huge organization. I have a great team that understands where the business has to go. TFS is unique because it's a step away from the car side of the business. TFS brings you closer to the customer. We're right there in the trenches with them,” Smith said.

If Smith knows anything, he knows a thing or two about trenches. He understands the heartbreak of families who need reliable cars, but are unable to get them. At the height of the

By Veronica Mackey

economic crisis, when consumer credit was tighter, Toyota stepped up to fill the void for customers who ordinarily would have no way to obtain financing.

“In 2009 and 2010, a lot of banks walked away from the auto market. The only option for some customers was alternative financing such as TFS. We wanted to give customers true options for buying and we understood we were taking greater risks,” he said.

While being dogged by the economy, the company also suffered a public relations nightmare. From late 2009 to early 2010, Toyota Motor Corp. initiated three separate but related recalls. Images dominated the news of Toyotas with sticking foot pedals. The first recall, on November 2, 2009, was to correct a possible interference of the foot pedal caused by an out-of-place floor mat. The second recall began in January 2010 after the problem was identified as a sticking accelerator pedal rather than a floor mat problem. Toyota also issued a separate recall for hybrid anti-lock brake software in February 2010.

“We have fully recovered from the recalls,” Smith said. “We recognize the responsibility to develop great cars.” At the same time, the company is seeing fewer defaults on auto loans, thanks to a stronger economy.

With all the technology, marketing strategies and enormous sums of money used to create brand loyalty, Smith said, everything boils down to how well you treat people. He added that Toyota treats its customers

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That, at least, is the conclusion of a new survey from Hogan Assessments, a Tulsa, Okla.-based firm that uses personality tests to improve workplace performance.

Still, trust remained at relatively high levels. Seventy-four percent said they trust their co-workers, and 70% said they trust their boss.

In general, workers rated trustworthiness as the top trait of a good boss. That quality encompasses not just honesty, but also good judgment and competence. In other words, "If they're

different survey of 1,000 workers conducted by Hogan Assessments. In the survey, 52% of the respondents listed arrogance as a trait of their worst manager, 50% said their worst boss was manipulative, 44% described a worst boss as passive-aggressive, and 42% said that manager was distrustful of others.

One quality that individuals often admire is often a red flag for a difficult or untrustworthy manager: charisma. People with this characteristic "make really good impressions and seem leader-like," but are "typically following their own personal agendas," which makes them less likely to support subordinates or put the company's interests ahead of their own, Hogan said.

Other negative qualities that signal trouble ahead are self-absorption, self-deception and what he called "hollow core syndrome" – overt self-confidence

and poise masking deep insecurity.

How do managers screen out some of these individuals? Don't rely on intuition, said Hogan, adding that he's surprised at how often corporate boards and managers do just that. Instead, he said, "The best single thing is to ask their former subordinates for feedback. ■

in charge, do you trust them to take the company in the right direction or are they going to drive it over the cliff?" said Robert Hogan, founder of Hogan Assessments.

Bad bosses, however, come in many flavors: arrogant, manipulative, passive-aggressive, and more.

These were the most common markers of bad bosses, according to a



Hogan surveyed 700 people in February about trust and betrayal at work, and discovered that 81% of respondents believed they had been cheated or otherwise treated dishonestly by a colleague.

Ten percent admitted that they had been the perpetrators of such acts, including "playing dirty" to advance their own careers.



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THE BOEING COMPANY

Joyce Tucker

Vice President of Global Diversity and Employee Rights

Joyce Tucker experienced discrimination in high school, college and as a young professional.

"It's a pretty unsettling feeling that you learn to overcome and not dwell upon, but you never really forget," Tucker said. "It's not uppermost in your mind, but you can remember its impact. That personal experience, growing up in the 60s and living through those turbulent times, was a motivation for wanting to make a difference..."

And make a difference she has.

Tucker, who lives in her native Chicago, is Vice President of Global Diversity and Employee Rights for The Boeing Company. She has held that position at Boeing for just over 11 years.

"I like the opportunity to help The Boeing Company ensure that all of its employees are being treated fairly and helping create a company culture that understands, embraces and leverages the different cultures that we have not just at Boeing but across America and around the world," Tucker said. "The name of my organization, Global Diversity and Employee Rights, pretty much says it all except it's more than employee rights."

"Helping ensure that Boeing understands, embraces and leverages the contributions of all of our employees and protects their rights to be treated

fairly is good for the employees," Tucker continued. "It also creates more innovative and engaged employees, and it makes Boeing a more productive and profitable company."

Tucker earned a law degree from The John Marshall Law School in Chicago in 1978 and a bachelor's of



science degree from the University of Illinois at Urbana Champaign in 1970.

"One of the reasons that I was interested in law was because it was a vehicle that could be used to protect individuals from being treated unfairly," Tucker said. "At the time I was in law school, I was unaware of the many ways that a law degree could be

By Laurie D. Willis

applied. I thought I would be a practicing plaintiff's lawyer, but this is a more rewarding job and one in which my legal training is extremely useful."

Tucker said Boeing officials made clear to her their commitment to diversity and inclusion when she was hired.

"I wouldn't have chosen to work here if I didn't believe it," Tucker said. "Boeing is full of people who work collaboratively and are just plain nice folk. That's demonstrated by Boeing's focus on ensuring fair treatment, safety, ethics and areas that are not just initiatives but core values. They also give my organization the ability to address issues the way we think they should be addressed without attempting to influence the outcome, which to me demonstrates resolve and commitment to doing the right thing."

Helen Jett-Caldwell, retired Deputy Director of the Illinois Department of Human Rights, met Tucker in 1972 when Tucker was appointed to an affirmative action position in the Labor Relations Division of the Illinois Department of Mental Health.

"She first impressed me as a very friendly but quite naïve, attractive young lady with a lot of potential who was eager to be a team player," said Jett-Caldwell of Fayetteville, Ga. "Over the

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A Resignation Letter That Won't Burn Bridges

By Angela M. Cranon, M.A.

As much as a person might want to leave a job, it is still very difficult to take that first step and resign. It does not come easy to give a two week's notice, especially when butterflies are fluttering in the stomach and sweaty palms reveal the eagerness to approach a supervisor.

However, there is no getting around this process, therefore, it is essential to exit professionally and without burning any bridges. The consequences of leaving a job with a distasteful resignation letter could be detrimental to a career in the long run.

For this reason, putting together a well-written and thought-out resignation letter is needed. If you are leaving a job because your boss is difficult to work with, never put this in writing. Remember, nothing stays the same, and one day at the same company, management could change, and if you want to return, your file will include your resignation letter.

Another reason to provide a resignation letter is for closure. It doesn't matter how long you have worked for a company at the time you decide to resign, instead it is how you exit the job that will leave a lasting impression. Leave on a positive note and professionally. Without a two week's notice or an official resignation letter, the consequences will fall back on you, not your boss.

On your career journey you might work for the supervisor you are leaving or better yet, he/she becomes a potential client. The lack of a resignation letter or bad mouthing the boss could ruin this relationship and possibly a loss of income.

Relationships are important, even if two people are at odds with each other. Sometimes the conflict is not the clash between two people, but the environment in which the two worked in. So in a different environment, the same two people might have a better relationship and can work together. Careers are built on connections and networking so writing a positive resignation letter to someone you may not particularly care to work with would be beneficial in the long run. In return, you may receive a good reference letter from this former employer.

How To Write A Resignation Letter

Remember, the resignation letter should not be personal or imply jobs that your boss is the reason you might be leaving. It should praise what good was found in the supervisor and the company and indicate how tough it was to make the decision to leave. The boss must indicate to his boss the reason someone is leaving the department, and, of course, he would not want to take any blame for your leaving.

Don't use the resignation letter to place blame or to point out all of the wrongs in the department or the company, instead, keep it simple and set aside personal feelings, so that your leaving of the company will not put a negative mark on your profile.

The resignation letter should include:

- Show your appreciation for having the opportunity to work at the company.
- Personally thank the supervisor.
- Explain the reason you are leaving, but stay positive, i.e. an opportunity that would lead to a career more

focused on your interest or the job is a promotion from what you currently hold.

- At all costs, avoid any negative comments, even if you have a lump in your throat. Not pointing out the obvious that your boss is aware of, might change his attitude about you or at least show how professional you really are in an unpleasant situation.

Example of a resignation letter

Although the following will provide you with some tips on what to include in a resignation letter, Google, "Resignation Letter Samples" will give you a host of examples to follow. NEVER, NEVER, however, cut and paste any exact letter from the Internet, as it can easily be discovered that you had done so. Instead, follow the guidelines that will allow you to write an effective resignation letter:

- Address the letter specifically to the person or persons to whom you need to notify that you are resigning.
- In the header be sure to specifically put: Letter of Resignation.
- Make the letter brief, but long enough to leave on a positive note.
- Make sure you let the supervisor know that you will have your work in order for the next person to come aboard with a smooth transition.
- Be sure to praise and thank the "important" people in writing. This will go a long way.

It is all about you. Focus on your future and create a trail of connections that will further your career, not destroy it. ■



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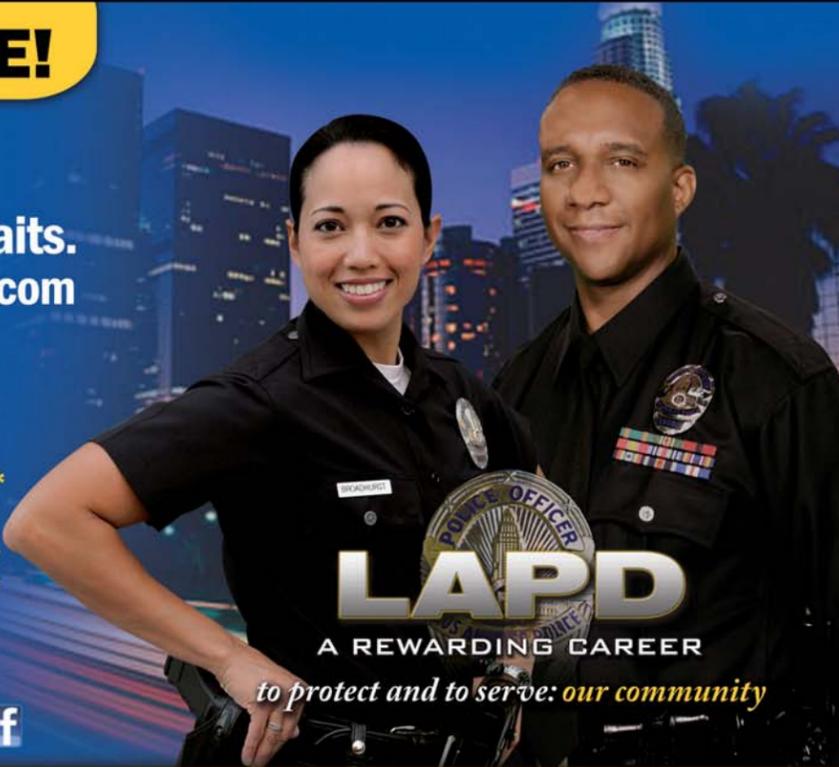
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Malcolm A. Johnson

**SENIOR VICE PRESIDENT AND DIRECTOR OF
INSTITUTIONAL REAL ESTATE GROUP**

Building Up the Community While Banking on the Next Generation

Los Angeles -- Malcolm Johnson, director of JPMorgan Chase's real estate banking group in Los Angeles, always envisioned he would have a career working to build up the community. He just never dreamed those building blocks would involve a \$1 billion portfolio in neighborhoods spanning from his native Washington, DC to Southern California.

Johnson is one of JPMorgan Chase's top West Coast executives. The senior vice president was hired last year to launch the firm's real estate banking group in Los Angeles. He helps JPMorgan's institutional real estate clients, including private equity funds, public operating companies and developers, build and acquire multi-million dollar office buildings, mega malls, apartment complexes and industrial warehouses in markets across the United States.

Johnson spends his days meeting executives at the area top real estate companies and then relaying those companies' needs to his team back at his Century City office. "I may need to introduce a real estate company to one of our investment bankers or one of its principals to one of our wealth management advisors.

My clients think my main role is structuring senior debt to finance their projects, but in reality my role is to quarterback our team and ensure that all of the bank's resources are working seamlessly to serve our clients."

to go see the asset and the surrounding area. I'm not just looking at the mall the company wants to build; I'm also walking through the competing mall that's a mile away. I am always on the ground doing due diligence."



Johnson is also frequently visiting his clients' project sites. "In order to truly know a good investment, I have

Big City – Big Responsibility

Johnson originally thought he would be a social worker or a high school administrator. "I really wanted to work in a community like the one where I was raised," said Johnson. That community was a hard scrabble section of Northeast Washington, DC known as Langdon Park. Johnson's mother Merinda, a pediatrician, and his father Henry, an insurance agent turned high school teacher, moved the family to the area when Johnson was 6 years old. They became pillars of the community, serving as neighborhood watch captains, voting place volunteers and de facto parents to any and every neighborhood kid looking for a friendly game of touch football in the backyard.

Even as the area worsened during the city's devastating war on drugs, Johnson's parents steadfastly refused to move the family

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Office Stress

ment three years ago, and her management style was criticized as not tough enough, she says. She says she was told that while her bosses liked her, "there's just something missing."

She stretched her 45-hour workweek to 55 hours. Even so, Ms. Herbison recalls. "I felt like I was doing everything wrong."

She began to experience insomnia and irritability, and she had heart palpitations at work. "I was short-tempered and yelling at my kids," she recalls. "I felt like I was losing my mind." She saw a psychiatrist briefly and decided, "I have to remove myself from the situation. This is not who I am."

Kay Keaney: As a design and construction manager, Ms. Keaney, 40, kept long work hours. She had chronic stress until finding work in a new industry in Media, Pa.

Karen Herbison: While working at a financial-services company, Ms. Herbison, 46, experienced insomnia and other signs of chronic stress. She says she sought help and realized, "This is not who I am." She moved from Pottstown, Pa., to her hometown, Eau Claire, Wis., where she and her husband opened a home-care company for seniors.

Sarah Broadbent Manago: In her last job, the 41-year-old experienced stress because she felt her work was undermined. She now works as a manager for a company in Phoenix.

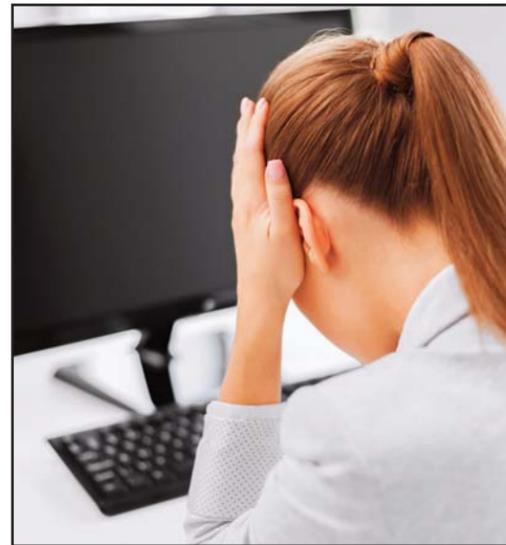
Ms. Herbison's stress vanished as soon as she left her former employer earlier this year to open a senior home-care company, Visiting Angels, with her husband in Eau Claire, Wis.

Such a reaction isn't uncommon in healthy individuals who leave a highly stressful situation. But if harmful levels of stress continue for too long, a person may lose the ability to relax, a condition

linked in research to numerous health problems.

Women tend to "internalize," which contributes to their stress, says Lois Barth, a New York-based business and relationship coach. Many women hesitate to speak up for themselves or challenge behavior they see as unfair. "Women have to give themselves a voice," she says.

Sarah Broadbent Manago, 41, was used to meeting deadlines as an infor-



mation technology consultant. But she says she began to doubt herself when she felt undermined by a manager. She now works as a senior information-technology project manager for another company and says the experience left her believing women in particular "feel stressed when they are challenged or devalued by their managers."

Women managers in male-dominated fields sometimes find the stress of juggling family responsibilities intolerable. Interior designer Kay Keaney, 40, rose fast at a California medical group, taking on responsibility for interior and facility planning and construction management for health-care facilities. With her 60-hour workweeks, plus early-morning and late-night meetings and a 1.5-hour commute each way, she seldom had time with her two small chil-

dren. Yet she hesitated to complain.

"There was too much work to be done, and playing the Mommy card was bad form," Ms. Keaney says.

Whether stuck in traffic on her way to a 6 p.m. pickup at day care, or torn between her children and urgent work emails, "I just wanted to crawl out of my skin," she says. "I was overwhelmed."

Ms. Keaney had feelings of panic, headaches and a racing heart. It was a wake-up call, she says, when her 2-year-old son Stanley grabbed her BlackBerry BB.T -0.53% from her while she was cooking dinner and hurled it angrily across the kitchen.

The Keaney family moved from San Jose to Media, Pa., where Ms. Keaney now works as a consumer-experience specialist for a homeopathic products company. She is home with her children after school, she has shed 20 pounds, and her kids are much happier, Ms. Keaney says. Her stress is near zero, she says. High-paying jobs seem to require "selling your soul," she says. "We decided the rat race wasn't really worth it."

Work has invaded every hour of the day, including time once reserved for personal care. Experts say we can't even count on vacations to help us decompress.

A survey released last week by the consulting firm Accenture ACN +2.10% found 75% of respondents work frequently or occasionally during paid time off. The most common activity was checking email—71% reported doing this—but 30% said they participated in conference calls, and 44% said they use these nominal days off to catch up on work. "The running joke is that you can take time off, but when you come back, you pay the price for it," said Nellie Borrero, Accenture's managing director of global inclusion and diversity.



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Leticia Aguilar

Executive Vice President and Regional Executive

CHART A COURSE FOR SUCCESS

Leticia Aguilar personifies the image of today's American Dream. She came from humble beginnings and with dedication, tenacity and a strong work ethic she is now a senior executive at Union Bank. Aguilar has direct oversight over the bank's Los Angeles County and Central California retail branch operations – a large and growing division that includes 100 bank branches and nearly 1,000 employees. She also manages the External Affairs business unit for the state of California. The 35-year banking executive serves as the Public Affairs liaison for California, ensuring the bank is engaged with the full breadth of communities across the state. Lastly, Leticia manages Union Bank's Cash & Save channel, dedicated to providing financial services to low-to-moderate income communities within Union Bank's footprint.

Prior to joining Union Bank, Aguilar gained more than 32 years of retail banking management experience while working for Bank of America, including as a market president, where she oversaw the bank's Greater Los Angeles market. She was also a consumer executive, responsible for managing all aspects of consumer and business banking, and served as a district manager for special markets and developed the bank's first Asian retail banking district in Southern California

She began her career in banking at a time when the profile of a typical banker was much different than what it is today. "When I began working in the



industry, the perception was that it was a male-dominated industry. If that was the case then, it certainly isn't so today. Today, there are so many opportunities for women and people of color to have a successful career in banking. In fact, it's a great benefit to have a diverse background because it allows different

perspectives to be introduced in the way we do business with our customers."

At the age of 16 Leticia was hired to verify signatures on checks, a job that has become obsolete with today's technology. A responsibility that to some may have appeared mundane, Leticia approached her job with great seriousness and care. It was then that she began to contemplate a career in banking. She graduated from high school and continued to work at Bank of America.

Perseverance and a constant drive to achieve excellence have always been hallmarks of Leticia's work ethic. She sets goals and creates a plan that not only meets expectations but often-times surpasses them.

Throughout Leticia's career she has been fortunate to have received the guidance and mentorship from two outstanding individuals. Both were immensely different in their approach, but they were always committed to teaching, guiding and helping Leticia realize her true potential. It's important to have mentors throughout your career to help you reach your next level of growth as a person and as a professional. And when the time comes, it will be equally important for you to be a mentor to others

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Union Bank applauds our colleague, Executive Vice President Leticia Aguilar, for her tireless dedication and inspiring leadership.



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STARBUCKS COFFEE COMPANY

Blair H. Taylor

Chief Community Officer and Executive Vice President, Partner Resources

Starbucks, A Passion For Community And Global Service

By Bellamy Jones

Blair H. Taylor joined Starbucks in July 2012 as Starbucks chief community officer. In February 2013, his role was expanded to include leadership of Starbucks Global Partner Resources (Human Resources) organization. As chief community officer and executive vice president, Partner Resources, Taylor brings a passion for helping communities around the globe thrive and serving Starbucks partners (employees) worldwide.

Taylor has made a career of doing what he loves – engaging people and communities. Prior to joining Starbucks, he served as President and CEO of the Los Angeles Urban League (LAUL). He is credited with transforming the LAUL through innovative nation-leading community engagement programs. It is during this time that he met Starbucks founder and CEO Howard Schultz. Starbucks aligned with the LAUL and invested \$1 million in Neighborhoods@Work™, a holistic community reform model, to help South Los Angeles neighborhoods and schools. After working with Taylor for 3.5 years, Schultz invited him to join the Starbucks senior leadership team to develop plans and strategies for engaging communities around the globe.



“I made a conscience decision to make my career about helping people,” said Taylor. “I’ve been fortunate that in the highlight of my career I’ve been able to combine my passion for serving with my job. Pursue what you love and you’ll never work a day in your life.” In his current role, Taylor is helping Starbucks partners grow into world class leaders, while engaging and supporting

communities that are often less fortunate. “This is my purpose,” said Taylor.

When asked to describe a day in the life of Blair Taylor at Starbucks, he states that his job is exciting and filled with opportunities. He’s responsible for Starbucks’ internal (HR) and external communities worldwide, which includes approximately 200,000 partners in 63 countries and 19,000 retail stores. His daily focus is on communities, government affairs, corporate social responsibility, diversity, human resources, and the overall corporate culture. He also serves as a member of the Starbucks Foundation Board of Directors.

Starbucks was built on the great talent they’ve been able to attract. “People are the heart of Starbucks,” said Taylor. “Our employees are called partners, because we believe they are partners in the business.” One part of Taylor’s job is to ensure that

the partner experience is world class; the other part is the external community, which is the ethos of the company and essence of the brand. At Starbucks, people are not an afterthought. People are front and center and integral to the type of business they want to be.

This philosophy is embedded in Starbucks’ corporate culture and demon-

strated throughout the organization. During the past 2-3 years when most companies were downsizing and cutting back due to a weak economy, Starbucks continued its benefits package, i.e. healthcare, stock options, 401(k) and tuition reimbursement. “At Starbucks, we’re creating change and building a model where retention is high and turnover is low,” said Taylor. “Partner loyalty is critical to our long-term success.”

Starbucks gives back to the community in many ways. In addition to creating partnerships with community-based organizations (CBOs) through its community stores that donate approximately 15% of its profits to nonprofits, Starbucks partners donated nearly 300,000 hours of service rebuilding communities, cleaning up parks and alleys, refurbishing schools, and more during this year’s Global Month of Service in April.

Starbucks also supports coffee farmers around the world. Its Coffee

and Farmer Equity (C.A.F.E.) Practices program ensures coffee quality while promoting social, economic and environmental standards that help farmers thrive.

Service is not limited to workplace strategic planning for Taylor. He’s a huge believer in mentorship. From organizing his own leadership institute for 10-20 young men in Los Angeles to recruiting 300 mentors to serve as a Big Brother, Taylor believes mentoring is an incredible way to transform people. “It’s very important, especially for people of color in low income communities, because there are not enough role models,” said Taylor. “Young people need to be able to see someone else who is successful. Every time you devote 3-4 hours a week to mentoring, you set a young person on a different trajectory for their life.”

From 2002-2005, Taylor served as Executive Vice President of College Summit, a national college access initiative with a track record of nearly

doubling the college enrollment rates of low income students. His private-sector experience includes four years as the President and CEO of COI/CD, a leading retail franchising company focused on low income communities in the U.S. and the Caribbean and more than eight years of leadership with PepsiCo and the IBM Corp. where he held brand marketing, strategy, and executive sales positions.

Taylor holds a B.A. in economics from Amherst College in Amherst, Massachusetts, where he serves as a trustee. He also holds an M.B.A. in marketing and entrepreneurial studies from UCLA’s Anderson Graduate School of Management.

New York City born, Taylor grew up in Westchester County before he went to college in Massachusetts. He currently resides in Seattle, Washington, with his family. ■



STARBUCKS COFFEE COMPANY

Zeta Smith

Regional Vice President, Northeast Region

RESTORING CONFIDENCE, REBUILDING A BRAND One Cup, One Customer, One Neighborhood at a Time

By Bellamy Jones

As regional vice president of Starbucks U.S. Northeast region, Zeta Smith leads retail operations for nearly 600 Starbucks company-operated stores and nearly 8,000 partners (employees) within the region, which spans 11 states. Smith joined Starbucks in 2006 as a regional director for the New York Metro Region and in 2008 she transitioned to the Northeast Region as the regional director, where she successfully led her team through the Transformational Agenda. The Transformational Agenda is the period between 2008 and 2010 in which Starbucks founder Howard Schultz returned to the organization as CEO to refocus the company back to the basics (each cup of coffee and each customer experience). During this time, Schultz worked closely with his leadership team and partners on a strategy to restore confidence and reinforce the strength of the brand.

As regional director, Smith was responsible for creating regional strategies to support the transformation. Towards the end of this period, she was promoted to regional vice president for her outstanding leadership during this critical time and era. "There was a big focus on the partner and customer experience and getting closer to driving



the business," Smith said. "Now, it's about continuing to bring that to life in a greater capacity that elevates coffee knowledge and delivers strong results."

Smith is proud to be an officer in a Fortune 500 company and an executive of a leading coffee purveyor in the world. She recently received the Spirit of Starbucks Award for her leadership during the Boston Marathon incident. One of its highest achievements, The

Spirit of Starbucks Award is presented to partners who contribute well beyond day-to-day responsibilities, making a significant and positive difference at Starbucks. The award recognizes partners for a single, exceptional achievement. Achievements must be a reflection of its mission statement – To nurture and inspire the human spirit, one cup, one person, one neighborhood at a time.

Starbucks partnered with the United Way of Boston to host a year-long schedule of monthly conversations that brings the community together to talk and provides support on how to move forward, collectively, to foster healing. "Supporting the community is a major part of our mission and we live it," says Smith. "From serving coffee at the local chamber of commerce to providing hands at a food bank that feeds families." April is Global Month of Service at Starbucks. Community activities are tracked on the Starbucks website and Smith's region reported 9,000 volunteer hours during the month of April alone.

Smith is honored to work for an organization where helping others is part of her job. On and off the job she mentors men and women, providing insight where she can and believes it will benefit others. "It's always good to have an advocate. It's even more

important for people of color to have a voice at the table as they move up the corporate ladder."

Prior to joining Starbucks, Smith worked at ExxonMobil for more than 15 years in a number of roles of increasing responsibility, including franchisee and company-owned retail operations, training, marketing, and business planning and analysis.

Smith holds an Executive Master of Business Administration from George Mason University in Fairfax, Virginia, and a bachelor's degree in Marketing from the University of Maryland, College Park. A native of Lancaster, Pennsylvania, she and her husband, Anthony, currently live in Hopkinton, Massachusetts. In her spare time, she enjoys relaxing with her husband, visiting family, and taking dance and exercise classes.



STARBUCKS COFFEE COMPANY

Chris Carr

Executive Vice President, U.S. Retail Stores

PARTNER ENGAGED, COMMUNITY FOCUSED **Starbucks Empowers Partners to Share Profits**

By Bellamy Jones

Chris Carr began his Starbucks career as regional vice president of the South Central region in 2006. In 2008, he was promoted to divisional senior vice president for the Western Sunbelt division. In 2009, Carr moved into the role of senior vice president and general manager of U.S. Licensed Stores. In 2010, he moved into the role of senior vice president for the Northeast Atlantic division, after facilitating the integration of the U.S. Company Operated and Licensed Retail Store operations.

In his current role as executive vice president for U.S. Retail Stores, Carr is responsible for leading a company-wide team that directs, administers, and coordinates the activities of 11,000 plus retail outlets in the United States. He has played a key



role in shaping and developing national strategic and operational plans. Through partner engagement initiatives, Carr continues to develop organizational capability and capacity, which enables his team to differentiate themselves in the space of retail operations, partner development, and retail design.

“At the end of the day, our mission

is to inspire and nurture the human spirit, one person, one cup and one neighborhood at a time,” says Carr. “This mission comes to life in the retail stores. Our team supports each partner in ways that are relevant to the community in which they operate.” While there are core elements associated with the brand or experience, each store has a

unique personality. The key point of differentiation, however, is its partners.

According to Carr, partner engagement is situational. There is no one-shop fit all strategy. Therefore, the senior leadership team (SLT) spends time each month on partner development. This includes round table discussions and personal development plans that allow partners to express their views and determine the right strategy for the community and market they serve. “It always goes back to the customer experience, which cannot be better than the partner engagement.”

Throughout its footprint, Starbucks has gotten better at telling its story. They walk the talk and empower partners to build relationships and support community outreach. Each store has a community board that’s not owned by corporate or the store manager.

Whether a local artist, author, musician, or small business, store managers are empowered to support their local communities.

Additionally, Starbucks recently launched community stores in Harlem, Houston, Los Angeles and Seattle. Community stores donate a portion of their profits to the community; it’s based



on the relationship the store has with a local nonprofit organization that has a reputation and track record of making an impact in the community.

In the same spirit of good corporate citizenship, Starbucks strives to create a culture that values and respects diversity and inclusion. To help reach its diversity and inclusion goals, the organization has formed Partner Network Groups. These affinity groups include: 1) Armed Forces Network; 2) Black Partner Network; 3) China and Asian Pacific Network; 4) Hor del Café; 5)



Starbucks Access Alliance; 6) Pride Alliance Network; and 7) Women’s Development Network. The groups provide insight on product innovation, business solutions, partner development and the recruitment and retention of partners.

Prior to joining Starbucks, Carr spent 18 years of his career at ExxonMobil developing, leading and implementing retail operational strategies for its Global Fuels Marketing company-operated and franchise business. “I wouldn’t trade my time at ExxonMobil for anything in the world,” said Carr, who held 14-15 different positions at the company. “They do a great job at developing managers with a focus on the customer as it relates to analytical skills around customer data, business trends and results.” Carr attributes his high level of technical skills, strategic thinking and

problem solving to this experience. His spirit of team, he says, was influenced by his upbringing and the time he spent playing basketball in high school and college.

A native of Los Angeles, California, Carr holds a Bachelor of Science degree in Business Administration from the University of San Diego, and a Master of Business Administration degree from the New York Institute of Technology. He also serves on the board of the YMCA of Greater Seattle and Holman Capital Corporation. Carr resides in Bellevue, Washington, with his wife Jacquelyn and their two children, Alaya and Jaylen, and their Labradoodle, Dallas.

He enjoys outdoor activities such as biking and boating. He loves music, reading and spending quality time with his family. ■

SHAW UNIVERSITY

Dr. Dorothy Cowser Yancy

Dr. Dorothy Cowser Yancy, a native of Alabama, is the fourteenth and sixteenth president of Shaw University. She was the twelfth president of Johnson C. Smith University (JSCU) and the first female to hold each of these prestigious titles. She holds a Bachelor of Arts degree in History and Social Science from Johnson C. Smith University, a Master of Arts degree in History from the University of Massachusetts, Amherst, and a Ph.D. in Political Science from Atlanta University (Georgia), with further study at the University of Singapore, Hampton University, Northeastern Illinois University (Chicago), Northwestern University, Georgia Institute of Technology, and the University of Illinois at Chicago.

At Shaw from 2009-2010, she was able to stabilize the financial state of the university by securing a \$31 million federal loan. She restructured and refinanced the university's debt, balanced the budget, raised the CFI score to a positive number and recruited one of the largest freshmen classes in the history of the university. She arrived back at Shaw September 1, 2011 after the campus had been torn apart by the April 16, 2011 tornado. By April 16, 2012, the devastation had been abated and all buildings were back in use. In addition, she is now leading the University through five program accreditation reviews and the regular SACSCOC reaffirmation.

As president of JSCU from October 1994 to June 2008, Dr. Yancy marshaled phenomenal growth and progress. During this period, she completed two significant capital campaigns and was heralded as one of the best fundraisers nationally. From 1994 to 2008, she raised more than \$145 million for the university. Addition-



ally, during her tenure, the JCSU endowment more than tripled from \$14 million to \$53 million. At retirement in 2008, she left the University with a balanced budget and a \$10 million rainy day fund. Consequently, Dr. Yancy left a highly qualified faculty (76% terminal

degrees; 72% doctorates) and applications to the university increased by 400% during her tenure. Under her watch, a new technology center, a library, and a track/stadium/academic complex were constructed. In 1996, the university was awarded the John D. and Catherine T. MacArthur Foundation Genius Grant. JCSU is the only HBCU that has received this grant. In addition, JSCU was the first HBCU to become an IBM "Thinkpad" University.

Currently, Dr. Yancy serves as a member of the Board of Trustees of Morehouse College, the Board of Trustees of St. Augustine's College, Individual Member of the United Negro College Fund, a member of the USA Fund HBCU Advisory Committee and a member of the Raleigh Downtown Business Alliance. She has received numerous awards and accolades. In 2002 she was inducted into the most prestigious honor society in the nation, the Delta of Georgia Chapter of Phi Beta Kappa and in 2013 she was the recipient of the Dr. Dorothy I. Height Leadership Award from the International Salute to the Life and Legacy of Martin Luther King, Jr., Washington, DC (IAMMM). She is also the Chair of The Links, Incorporated HBCU Initiative.

She is energetic, dedicated, and highly effective as a promoter/guardian of excellence in higher education. ■

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Continued from page 20

TOYOTA EXEC

Al Smith

extremely well (It is still ranked the number one auto maker in customer service), but you don't treat them all the same. He explains:

"Customer treatment drives loyalty. If you treat customers better than they expect, loyalty will follow. Think of the best buying experience you had. It wasn't the place you were shopping at that you remember, as much as the person who helped you, as long as the product didn't negate the treatment," Smith said.

Toyota has three sub-brands, each with its own customer service profile. Levels of service expand from the lower priced Scion, to the moderately priced Camry and luxury Lexus.

Toyota offers Lexus owners get a few extra perks, Smith said. "If you're paying \$70,000 for a vehicle, it's like shopping at Nordstrom. I think you would expect something different there because you're paying a premium," Smith said.

If Lexus is too pricey, Toyota has more than enough models in its inventory from which to choose. The mainstay Camry—the hottest selling car in the country—starts around \$23,000. The Scion is a good buy for young car owners, starting at \$16,000. The wildly popular Scion FR-S sports car is under \$25,000. "Dealers can't keep them (in stock)," Smith said.

The company just rolled out a new Tundra truck in September 2013. The Tundra made history in October 2012 when it towed the retired space shuttle Endeavor from Los Angeles World Airport, through Inglewood to its new home at the California Science Center in Los Angeles.

Toyota established operations in the United States in 1957 and currently operates 10 manufacturing plants, including one under construction. Since 1991, Toyota has contributed more than half a billion dollars to philanthropic programs in the U.S. The Toyota African American Collaborative (TAAC), is one example of Toyota's partnership philosophy which benefits both the company and the community.

As an executive sponsor for TAAC, Smith plays a vital role in helping the network of about 250 African American businesses gain exposure for their brands through community service.

"The goal is to support brands by uplifting their image in the community. It gives us an opportunity to give back," he said. ■



Assistant Directors Training Program
Directors Guild-Producer Training Plan

The *Assistant Directors Training Program* was established in 1965 by the *Directors Guild of America* and the *Alliance of Motion Picture and Television Producers*.

The purpose of this non-profit training program is to provide equal access to men and women of diverse backgrounds to participate in an industry sponsored training program that provides on-the-job training. After the successful completion of training, graduates are eligible to join the Directors Guild of America as a Second Assistant Director.

For more information, please visit our website or call:
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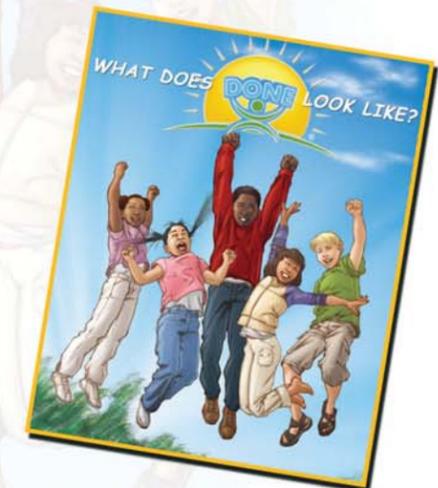
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SAVANNAH STATE UNIVERSITY

Dr. Cheryl Davenport Dozier

Dr. Cheryl Davenport Dozier was named the 13th president of Savannah State University on May 9, 2012, after serving one year as interim president and quickly instilling a culture of service, strength and unity across the Savannah State campus. An experienced and highly regarded university-level professor, researcher, author and administrator known throughout the University System of Georgia for her intellect, charisma and leadership abilities, Dozier is firmly committed to advancing the legacy of academic excellence and community engagement set in place when SSU was founded in 1890.

Since beginning her tenure at Savannah State, Dozier has launched a number of programs aimed at increasing student graduation and retention rates, improving customer service and strengthening external relationships. She is the principal investigator for SSU's \$4 million Research Infrastructure in Minority Institutions (RIMI) grant from the National Institutes of Health and is currently the co-principal investigator for the Peach State Louis Stokes Alliance for Minority Participation, a \$10 million National Science Foundation (NSF) funded program that aims to increase the number of minority students in

science, technology, engineering and mathematics.

Prior to taking the reins at Savannah



State, Dozier served as associate provost and chief diversity officer for the Office of Institutional Diversity at the University of Georgia. In that role — to which she was appointed in 2006 after four years as assistant vice president of academic affairs at the Gwinnett University Center — Dozier led UGA's efforts to evaluate existing programs and

develop new initiatives to support diversity and equity.

A native of New York, Dozier earned her bachelor's degree from Fairleigh Dickinson University, her Master of Social Work degree from the Atlanta University School of Social Work (now Clark-Atlanta University) and her Doctor of Social Work degree from Hunter College at the Graduate Center of the City University of New York. She is an active member of numerous professional and civic organizations including the board of the United Way of the Coastal Empire, Savannah Economic Development Authority, Telfair Museums Board of Trustees, Rotary Club of Savannah, Savannah Area Chamber of Commerce, the Mid-Eastern Athletic Conference (MEAC) Council of Presidents and president emerita of the Georgia Association for Women in Higher Education.

Dozier has dedicated her life to the betterment of youth and all of humanity. Married to South Carolina native Arthur Dozier II for more than 30 years, she enjoys spending time with family, especially her grandchildren. ■

BLUEFIELD STATE COLLEGE

Dr. Marsha V. Krotseng

Dr. Marsha V. Krotseng became the 13th President of Bluefield State College in Bluefield, West Virginia, in September 2012. Her 25 years of leadership in higher education includes extensive experience in developing and implementing strategic plans at both the campus and state system levels. Dr. Krotseng is committed to fostering a diverse campus environment focused on student success. She also firmly believes that the future of a college and its community are intertwined. A vibrant college contributes to a strong community; in turn, a vibrant community contributes to a strong campus. She demonstrates this commitment through participating as a member of the Bluefield Economic Development Team and other local civic organizations.

Previously, Dr. Krotseng served for five years as Vice Chancellor for Strategic Planning and Executive Director of

the College Technical Education Council for the North Dakota University System and its 11 institutions. At Valdosta State University in Georgia she led development of the University's award-winning integrated strategic planning process. She also has held higher education leadership positions with the state-level higher education boards in West Virginia as well as at universities in Ohio, Connecticut, and Mississippi. Dr. Krotseng currently serves as vice chair of the Executive Council for the American Council on Education's State Network. She is a past President of the national Association for Institutional Research and has served as a board member for a number of professional and civic organizations. She is a Phi Beta Kappa

graduate of the College of William and Mary and also earned her master's and doctoral degrees from that institution. ■



UNIVERSITY OF MARYLAND EASTERN SHORE

Dr. Juliette B. Bell

Dr. Juliette B. Bell became the University of Maryland Eastern Shore's 15th leader in July 2012. Her selection culminated a two-decade journey through the ranks of higher education for the biochemist who grew up in rural Alabama.

Bell guides UMES' five schools, economic development and research initiatives and numerous partnerships with government, military and business organizations and agencies. She oversees a \$130-million public enterprise that serves some 4,500 students and employs more than 1,000 faculty and staff.

Bell is a nationally recognized scientist whose study of the enzyme responsible for linking the billions of building blocks that comprise DNA, the genetic code, has been critical in understanding genetic disorders and diseases in humans. She has secured more than \$13 million in grants to support her research, institutional enhancement and student development programs such as the Research Initiative for Scientific Enhancement at Fayetteville State University, which prepares students for biomedical careers. Under her tutelage, hundreds of students chose careers in biomedical science.

She is Chair of the Living Marine Resources Cooperative Science Center's Board of Visitors, a member of the American Association of State Colleges and Universities Committee on Undergraduate Education and the

Millennium Leadership Institute Executive Committee. She also serves as a consultant to the American Association of Colleges and Universities and the National Science Foundation.

Bell earned a bachelor's degree in chemistry from Talladega College, grad-



uating as valedictorian. She pursued graduate studies at Atlanta University and was one of two African American women in 1987 to earn a doctorate in chemistry. She did post-doctoral work in biochemistry at the University of North

Carolina in Chapel Hill, and worked as a senior staff fellow at the National Institute of Environmental Health Sciences in Research Triangle Park, N.C. prior to joining Fayetteville State's faculty.

At Fayetteville State, Bell was a chemistry professor, Director of Biomedical Research, Dean of the College of Basic and Applied Sciences and eventually its chief academic policymaker. She then served as interim Provost and Vice Chancellor for Academic Affairs at Winston-Salem State University before being appointed Provost and Vice President for Academic Affairs and biochemistry professor at Central State University in Wilberforce, Ohio.

There, she developed new academic programs, international partnerships and online degrees. She also expanded endowed professorships, implemented academic restructuring and focused on improving student outcomes.

Her national honors include the "Giant in Science" award from Quality Education for Minorities/Math Science Education Network, the Outstanding Research Award from the National Association for Equal Opportunity in Higher Education, the National Role Model Citation from Minority Access, Inc.

and the 2000 Millennium Award for Excellence in Teaching in Mathematics, Science, Engineering and Technology at Historically Black Colleges from the White House Initiative on Historically Black Colleges and Universities. ■

CENTRAL STATE UNIVERSITY

Dr. Cynthia Jackson-Hammond

Dr. Cynthia Jackson-Hammond became the 8th President of Central State University on July 1, 2012. She has established six compelling priorities for the University: quality academic experience; targeted student enrollment; improved retention rates; reduced time to degree; production of graduates with the knowledge, skills and dispositions for advanced studies and professional careers and efficient and effective institutional operations.

Among the initiatives that have taken place under her leadership are aggressive efforts to recruit more academically prepared students; retention of students matriculating to upper class status; a focus on enhancing the student image internally to upper class status; a focus on enhancing the student image internally as well as externally; development of more fluid articulation agreements with community colleges and other Ohio institutions; cost-saving cooperative agreements with area universities and improved communication with students, staff and alumni.

Before coming to Central State, Dr. Jackson-Hammond served as provost and vice president for academic affairs at Coppin State University. She was also a lead consultant for H&H Educational Consultants, specializing in strategic planning, curriculum design, accreditation, and

standards-based assessments.

Dr. Jackson-Hammond began her career in higher education in 1987 as instructor/coordinator of Developmental



Reading at the University of Louisiana, Monroe (ULM) and went on to serve as director of Developmental Education and later as director of Student Development. She was a tenured faculty member in the School of Education at California State University Dominguez

Hills (CSUDH) and wrote the first Upward Bound application for federal funding for CSUDY. She served as director of Upward Bound at CSUDH and director of the Adult Education Credential Program.

President Jackson-Hammond has held many leadership positions in higher education. At Delaware State University, she served as assistant dean for the School of Education and Professional Studies; director of the Center for School Change; and founding dean of the School of Education and Human Performance. She also served as assistant dean for the College of Education at University of North Carolina and was later recruited to Winston-Salem State University, where she served as professor and dean of the School of Education and Human Performance.

She is well known for her expertise in accreditation self-study review, curriculum and program review and for her commitment to retention of males in higher education. She initiated a trademarked program at Winston-Salem University called *Real Men Teach*, which supports the development of male students as teacher-leaders. She is a member of the Board of Examiners for the National Council of Accreditation for Teacher Education and has served on Southern Association of Colleges and Schools (SACS) and Middle States Association of Colleges and Schools

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SAINT AUGUSTINE'S UNIVERSITY
Dr. Dianne Boardley Suber

Trailblazer, visionary, passionate, fearless, risk taker, candid, courageous, forward-thinking, inspiring and strategic.....these are all words that describe Dr. Dianne Boardley Suber, president of Saint Augustine's University. Over the span of her 40-plus years in education, Suber has served in a number of professional roles that have provided her the chance to teach children, and adults who work with children, how to succeed in this complex, often times discerning society.

Dianne Boardley Suber, 10th president of Saint Augustine's University and first female to lead the institution, assumed the presidency of the University on December 1, 1999. Under her presidency, the University has experienced a stabilized enrollment; reinstated the football program; fielded a marching band; expanded the adult learners program; and established innovative degree-granting programs to include Biomedical and Scientific Communication, Criminal Justice Forensic Science and the Center for Real Estate Development and Property Management. Under her leadership, on August 1, 2012, the College changed its name and status to Saint Augustine's University.

In her role as the CEO of Saint Augustine's University, Suber strives to make a difference in the lives of students she serves. Her mantra, "At the beginning of the day, it is all about

potential; at the end of the day, it is all about results" is the foundation of her philosophy. Not only does this guiding principle influence her interaction with students, faculty and staff, but it also cultivates the best in people throughout the community impacting the vision and



expectations of everyone who works with her and around her. "Leave it better than you found it" is a favorite directive and she is dedicated to making sure she follows her own advice.

Having grown up with a strong family-support system on the college campus of an HBCU, Suber's parents always challenged her to take risks and assured her they would support her. According to Suber, she has learned through the years that you can never develop into an effective leader if you work a job -"job scared"- this is afraid of losing a job for making the right decisions, which sometimes carry the burden of being unpopular. Effective learners are supposed to see the big picture even when others do not. Suber's friends and colleagues alike call her a risk taker. She often poses the question, "What if..." to her staff and depending on the "worst case scenario" more often than not, will challenge them to go for it! Her collection of more than 300 turtles affirms her reputation. *(The turtle is the sign of a risk taker).*

The Belk Professional Development Center (BPDC) is an example of Suber's visionary concepts. Established initially with a grant from the Belk family, the BPDC is the catalyst for four years of student engagement of transitioning from a high school graduate to a successful and financially stable adult. The BPDC is built around the acronym, **KIN**.

(Knowledge) appreciate the critical importance of how you present yourself to others; (Image) the power of knowing people to have the ability to provide access to opportunities for you; and (Network). From the first step as a

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BENNETT COLLEGE

Dr. Rosalind Fuse-Hall

Dr. Rosalind Fuse-Hall became the 17th president of Bennett College on July 1, 2013. Born in Atlanta, Georgia, she grew up in Fayetteville, North Carolina on the campus of Fayetteville State University, where her father was on the faculty. A 1980 graduate of the University of North Carolina at Chapel Hill, Fuse-Hall earned a Bachelor of Science degree in administration of criminal justice. In 1983, she earned her Juris Doctor from Rutgers School of Law, Newark, New Jersey. Dr. Fuse-Hall also studied at Harvard Graduate School of Education in the Institute of Educational Management.

Although she began her career in law, Dr. Fuse-Hall soon gravitated to higher education. She comes from a family of educators. Her mother and five aunts were teachers. She is married to Dr. Jarvis Hall, a political science professor at North Carolina Central University, and her daughter, Ifetoya Hall, who is a 2013 graduate of the University of North Carolina at Chapel Hill, is a teacher with Teach for America, working in Texas.

Dr. Fuse-Hall started her legal career as a judicial law clerk with the Honorable William H. Walls, Essex County Superior Court in Newark, and then as a staff attorney in the Enforcement Division of the U.S. Securities and Exchange Commission in New York City.

Her first position in higher education was at St. Lawrence University, where she was assistant director for minority affairs. Most recently, she served as chief of staff to the president at Florida

A&M University and interim executive director of Title III Programs. She has served as executive assistant to the chancellor at North Carolina Central University and corporate secretary to the Board of Governors of the University of North Carolina system, comprising 17 campuses.



While at Florida A&M University, Dr. Fuse-Hall managed \$10 million dollars in special programs to enhance institutional strengths and student outcomes. She is especially proud of a grant that she drafted with several colleagues that

was funded for an additional \$10 million over five years. At North Carolina Central University, she worked on two special initiatives that brought nearly \$44 million to the University. One was the Biomanufacturing Research Institute and Technology Enterprise or "BRITE" Center for Excellence. This was a research institute that brought together the biotech industry, governmental officials, community colleges and a major research university to secure \$19.1 million in capital funds to build the institute and an additional \$7 million in annual operating funds from the state legislature. The second project resulted from a public-private partnership that built a 408-bed residence hall on the newly created West Campus of the University. Dr. Fuse-Hall also has worked as associate dean in the College of Arts and Sciences at UNC Chapel Hill.

In 2004, Dr. Fuse-Hall traveled to Southeast Asia on an Eisenhower Fellowship. She was in the charter class of BRIDGES, a UNC Academic Leadership Program, and was a participant in Leadership America, a national leadership development program, both in 1993. She serves on numerous boards and advisory panels, and her professional affiliations include the Association of Black Women in Higher Education. Dr. Fuse-Hall is a member of the Links, Inc. an international, not-for-profit corporation with a membership of 12,000 professional women of color devoted to voluntary public service. She is a frequent presenter and public speaker. ■

SPELMAN COLLEGE

Dr. Beverly Daniel Tatum

When Dr. Beverly Daniel Tatum became the ninth president of Spelman College in 2002, she set an expectation that the institution would be recognized as one of the finest liberal arts colleges in the country – a place where young women of African descent could say, "This place was built for me and it is nothing less than the best!" With her creative energy focused on five strategic goals – Academic Excellence, Leadership Development, Improving our Environment, Visibility of our Achievements, and Exemplary Customer Service (collectively known as Spelman ALIVE), Spelman College has experienced great growth. Spelman is now widely recognized as one of the leading liberal arts colleges in the nation. Applications have increased more than 70% during her tenure, making it one of the most selective women's colleges in the United States.

In 2004, the Center for Leadership and Civic Engagement (LEADS) was created and its annual Women of Color Leadership Conference established as a national professional development resource. The curriculum has expanded to include Chinese and Portuguese language instruction, and in 2008, the Gordon-Zeto Fund for International Initiatives was established with a gift of \$17 million, increasing opportunities for faculty and student travel, and providing financial aid for international students. Overall, scholarship support for Spelman students has tripled since 2002, and opportunities for faculty research and development have expanded significantly.

Through the Every Woman, Every Year Initiative launched in 2006, alumnae support of the annual fund has

grown dramatically, reaching as high as 41%. Campus improvements include the award-winning renovation of four historic buildings and the 2008 completion of a new "green" residence hall, increasing on-campus housing capacity by more than 25% and establishing the



campus commitment to environmental sustainability for the 21st century. The college is a participant in The American College & University President's Climate Change Commitment, and has been recognized by the U.S. Environmental Protection Agency with the Green Key Award.

These recognitions and improvements serve as the foundation for the next phase of development, Strengthening the Core: The Strategic Plan for 2015, which focuses on global engage-

ment, expanded opportunities for undergraduate research and internships, alumnae-student connections, leadership development and service learning linked to an increasingly interdisciplinary curriculum.

In addition to being an accomplished administrator, Dr. Tatum is widely recognized as a scholar, teacher, race relations expert and leader in higher education. The recipient of numerous honorary degrees, in 2005 Dr. Tatum was awarded the prestigious Brock International Prize in Education for her innovative leadership in the field. Her best-selling titles include *Can We Talk About Race? And Other Conversations in an Era of School Resegregation* (2007) and *Why Are All the Black Kids Sitting Together in the Cafeteria? And Other Conversations About Race* (1997). She is also the author of *Assimilation Blues: Black Families in a White Community* (1987).

Actively involved in the Atlanta community, Dr. Tatum is a member of several boards including the Executive Committee of the Metro Atlanta Chamber of Commerce, the Woodruff Arts Center, the Georgia Early Education Alliance for Ready Students, and the Atlanta Regional Council for Higher Education, which she chairs.

Dr. Tatum is also a member of several national non-profit boards such as the Institute for International Education, the Carnegie Foundation for the Advancement of Teaching and Teach for America. Appointed by President Barack Obama, she is a member of the Advisory Board for the White House Initiative on Historically Black Colleges and Universities. She also serves on the

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NORTH CAROLINA CENTRAL UNIVERSITY

Debra Saunders-White, Ed.D.

Debra Saunders-White, Ed.D., began as the 11th chancellor of North Carolina Central University on June 1, 2013. She was selected by the Board of Governors of the multi-campus University of North Carolina on February 8, 2013.

Saunders-White started her tenure with the goal of “Eagle Excellence,” or “E-squared.” Her priorities for ensuring student success and academic excellence include: retaining and graduating students in four years; raising critical scholarship funds; and providing innovative academic instruction that prepares and trains students to work in the global marketplace. At NCCU, Saunders-White aims to create “techno-scholars,” or technology trendsetters and leaders who understand how technology intersects with all disciplines—from STEM to the liberal arts, social sciences, business, education, law and nursing.

Previously, Saunders-White served as acting assistant secretary for the Office of Postsecondary Education at the U.S. Department of Education. Saunders-White joined the Department of Education in May 2011 as the deputy assistant secretary for higher education programs.

As acting assistant secretary, Saunders-White’s responsibilities included formulating federal postsecondary education policy to incorporate federal student aid, programs that address critical national needs in support of the department’s mission to increase access to quality

postsecondary education, and programs that support international and foreign language education.

Prior to entering higher education administration, Saunders-White spent 15 years in the corporate sector at IBM. From 1994 to 1998, Saunders-White



taught college-preparatory mathematics at St. George’s School in Newport, R.I. In 1999, she joined Hampton University as assistant provost for technology and she was promoted to the newly created post of vice president for technology and chief information officer in 2005.

Saunders-White left Hampton the following year to join the University of North Carolina Wilmington (UNCW) as vice chancellor for information technology systems. From 2007 to 2008, she also served concurrently as UNCW’s interim associate provost in the Office of Institutional Diversity and Inclusion and as chief diversity officer.

A Hampton, Va., native, Saunders-White earned her bachelor’s degree in history from the University of Virginia. She earned a master’s of business administration from The College of William & Mary and a doctorate in higher education administration from The George Washington University.

Saunders-White is a member of Alpha Kappa Alpha Sorority Inc. and a member of the Links Inc. She is the mother of two children, Elizabeth Paige and Cecil III.

Awards & Recognitions:

- Winner of numerous awards in higher education that focused on improving operational efficiencies
- Recognized by leading magazines as a Cyberstar
- Acclaimed as a top leader among higher education executives by the American Association of State Colleges and Universities and American Council on Education ■

TOUGALOO COLLEGE

Dr. Beverly Wade Hogan

Beverly Wade Hogan has a long and distinguished career as a public administrator, educator, community leader and humanitarian. She has served as President at Tougaloo College since May 2002. She is the first woman and the 13th president to lead this historic institution. Prior to her college presidency, Hogan had more than twenty-five years of executive level management experience as a mental health administrator, state government official and college administrator. She has been an adjunct faculty in administrative law, public policy and leadership, and a guest lecturer in policy analysis and women studies seminars. She was a Toll Fellow and a Public Scholar with the Kettering Foundation where her research focus was *Higher Education and Civic Responsibility*. She was also affiliated with the German Marshall Fund to study employment and training programs in West Germany, Denmark and Sweden.

Under her leadership, new degree programs in mass communications, hotel and hospitality management, and religious studies have been added. A new Honors Program and three centers have been established—the Center for Undergraduate Research, the Center for Continuing Education, and the Center for Civic Engagement and Social Responsibility, as well as an Office of International Affairs. The College was designated as a Center of Excellence in Transportation Security by the U.S. Department of Homeland Security and later selected to participate

in its Campus Resilience Pilot Program. Major campus renovations and technological improvements have been made, including the construction of the Bennie G. Thompson Academic and Civil Rights Research Center, campus wide



connectivity, smart classrooms, wireless networks, a new comprehensive information management system and a telecommunications system. The College has also become the owner of a commercial television station.

She earned a Bachelor of Arts degree in psychology from Tougaloo College and a Master degree in public

policy and administration from Jackson State University. Her doctoral study was in human and organization development with a concentration in organizational leadership at Fielding Graduate University. She has done additional study at Harvard University and Oxford University in Oxford, England. She holds honorary doctorates from Wiley College, Rust College, Benedict College and Brown University. She also has professional training in administrative law, urban administration, human resources management and financial management.

She has served on the board of directors for various higher education organizations, including the Council of Independent Colleges (vice president for resource development), National Association for Independent Colleges and Universities and UNCF. She currently serves on President Barack Obama’s Board of Advisors for HBCUs, the Advisory Council for the National Institutes of Health/National Heart Blood Lung Institute and the Department of Defense’s National Multidisciplinary Committee for the HBCU/MIs and the board of directors for NAFEO. Locally, she serves on the board of directors for the Jackson Medical Mall Foundation, William Winter Institute for Racial Reconciliation, the Amistad Research Center and Rand’s Gulf State Policy Institute.

Hogan has written and published several professional articles, including “A Dissonance Analysis of the Vietnam

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CHEYNEY UNIVERSITY

Dr. Michelle R. Howard-Vital

Michelle R. Howard-Vital, was appointed the 11th President of Cheyney University of Pennsylvania, America's first institution of higher learning for African Americans, in 2007. Since that time, her visionary leadership, business acumen and sense of humor have reinvigorated Cheyney University, which just recently celebrated its 175th anniversary. New capital construction projects under Dr. Vital's direction include a new \$22 million LEED-certified Science Center and Planetarium, a \$44 million 400-bed state-of-the-art residence hall, renovations of historic buildings on campus and the expansion of the campus into Center City Philadelphia, just to name a few.

Through her solid knowledge of technology and social media, Dr. Vital has helped rebuild the Cheyney University brand through the development of a monthly online blog, a monthly digital newsletter, a Facebook, Twitter and Instagram presence, and a Cheyney University Magazine. Her leadership has also led to the development of a University College model to improve retention and progression towards graduation, a growing Master in Public Administration degree program, a new safety and security plan for campus, as well as increasing alumni, corporation/foundation, state and federal giving. Dr. Howard-Vital is currently leading Cheyney University through its reaffirmation of accreditation and site visit for 2014.



Dr. Howard-Vital was born and educated in Chicago, Illinois where she earned both her undergraduate degree in English Literature and her Master of Arts in Teaching degree in English Education from the University of Chicago, followed by a Ph.D. in Public Policy Analysis from the University of Illinois at Chicago. She has more than 30 years of experience in various roles

in higher education, starting as an English instructor at Central YMCA Community College (Chicago, IL).

Dr. Howard-Vital previously served as Interim Chancellor at Winston-Salem State University (Winston-Salem, NC), Associate Vice President for Academic Affairs at The University of North Carolina, General Administration (Chapel Hill, NC), Vice Chancellor for Public Service and Continuing Studies and Associate Provost at The University of North Carolina at Wilmington (Wilmington, NC), Associate Vice President for Academic Programs and Dean of the University College at Edinboro University (Edinboro, PA), Dean of Continuing Education and Non-Traditional Degree Programs at Chicago State University (Chicago, IL), and Dean of Continuing Education at Harold Washington College (Chicago, IL).

Dr. Vital has received numerous awards and recognitions for her service in higher education including, the *Philadelphia Business Journal's* Women of Distinction Award (2012) and the *Philadelphia Tribune's* Influential African-American Leader Award (2007-2012).

In her free time, Dr. Howard-Vital is an avid runner who enjoys interior design, gardening, traveling, skating and reading. She and her husband Geri have a daughter, Madelyn, currently in law school; a son, Gabriel Preister; and a rescue dog named Neo. ■

JACKSON STATE UNIVERSITY

Dr. Carolyn W. Meyers

Jackson State University's 10th president, Carolyn W. Meyers, is known for exceeding expectations and respected as an institutional leader who sets a high bar of excellence.

It's a leadership style honed over three decades as she served as president of Norfolk State University; provost and vice chancellor for academic affairs at North Carolina Agricultural and Technical State University; tenured professor and dean of the College of Engineering at North Carolina A&T; tenured faculty member at the Georgia Institute of Technology and that institution's first associate dean for research in its College of Engineering.

But her determination to transcend hindering notions surfaced long before she became an academician.

As a teen growing up in Newport News, Va., in the 1960s, she wasn't discouraged when a high school counselor told her she didn't know of any women or African-American engineers. Meyers went on to earn a bachelor's degree in mechanical engineering from Howard University.

She was a young wife with three children when she started graduate school after supporting her husband through dentistry school. Even then, she defied the conventional expectations of those who tried to talk her out of going back to school. Meyers earned a master's degree in mechanical engineering and a doctorate in chemical engineering from Georgia Tech. She completed post-doctoral work at Harvard University.

Meyers brought her set of standards to JSU in 2011 with a vision to transform the university into a national model for educating the underserved and achieving global recognition for excellence in education, research and service.

The institution's evolution is well underway.



As JSU's first permanent female leader, Meyers has launched ambitious construction projects and initiated an enrollment management plan to increase JSU's student population to 15,000. The university experienced record enrollment in spring 2013 with some 9,000 students.

During her tenure, fundraising has increased more than 10-fold to \$7.5

million in 2012.

Under Meyers' leadership, JSU already is at the forefront in classroom technological innovation after implementing the nation's largest iPad scholarship program in 2012. This past spring, the university hosted a Cyber-learning Summit, bringing academicians from across the country into a dialogue about the use of mobile devices and technology in pedagogy.

Other initiatives she's spearheaded include an Apple Store – which will be the first campus store in the state and only the second in the region – and a UPS store. The university continues to expand its reach, opening a new location in Madison, Miss., one of the fastest-growing municipalities the state, in May 2013. A downtown Jackson location will open in January 2014.

Meyers encourages her administration to "think big." Hence, the plans for a 50,000-seat, domed venue to hold JSU sporting events and draw top-tier entertainment and other attractions. Such a venue not only benefits JSU, but the entire state of Mississippi and surrounding region.

Meyers has a data-driven management style, requiring accountability from faculty and staff to ensure student needs are met and taxpayers' dollars are put to the best use. She encourages faculty to introduce cutting-edge ideas for JSU, but reminds them to submit credible data to support the proposals.

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AREOSPACE

Malissia Clinton

Jackson of Charlotte, N.C., has known her since 1986, when they met as college freshmen.

“Malissia is a woman of truth and integrity,” Jackson said. “She is God-fearing and understands that she will continue to be blessed as long as she continues to live within the will of God.”

Jackson, a former research manager who works in education, said Clinton already had her future pretty well mapped out when they met.

“She was hardworking and extremely smart,” Jackson said. “She wanted to be a member of Alpha Kappa Alpha Sorority, Inc., and she knew she would be a lawyer. She is still the smartest person I know. She’s a perfectionist, a great person and an amazing friend.”

Jackson said among Clinton’s best qualities are her big, giving heart.

Clinton is married to Ronald Clinton, a pharmacy owner, and they have three children, Ronald Michai, 13, Rachel, 11, and Roi, 8.

When she’s not working at Aerospace or spending time with her family, Clinton enjoys reading, cooking and home decorating. She recently read *The Twelve Tribes of Hattie* by Ayana Mathis.

Clinton also loves exercising and tries to workout daily. Her regimen includes running, spinning, weight lifting and total body workouts.

Clinton knows people don’t live on islands and everyone needs advice, guidance and help to be successful. Aerospace CEO and President Dr. Wanda M. Austin, one of only a handful of female African-American CEOs of major corporations, is one of Clinton’s mentors.

“I was thrilled at the opportunity to work with an African-American female CEO,” Clinton said. “When Wanda called to offer me the job, I told her it would be like working for Oprah.”

For women who are trying to succeed in corporate America, Clinton advises finding a mentor, never quitting and being mindful of your personal life.

“Your mentor should be someone already working in the job you aspire to have,” Clinton said. “You shouldn’t quit because if it was easy everybody would have the job, and don’t neglect your

personal life because at the end of the day the job won’t keep you warm or tell you how much it cares.”

Steele isn’t surprised Clinton advises young women not to neglect their personal lives.

“She and I feel the same, that we all need to achieve the work versus life balance in our lives,” Steele said. “This balance changes as we move through different stages, e.g. early career, young families, established professional, older kids, empty nest, etc. Young women need to work hard and focus on priorities but not lose sight of the need for balance. We need to continue to adjust and flex and do what we can to make our lives be the way we want them to be – inside and outside of work.”

Steele hails Clinton as a wonderful role model for women.

“She works very hard to achieve balance in her own life as well as professional success,” Steele said. “She makes it look easy, but there’s a strong woman inside who is focused and dedicated to match her softer side that’s empathetic and nurturing. We are all fortunate – her colleagues and her family – to have Malissia as such an inspiration in our lives.” ■

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JPMORGAN CHASE

Malcolm Johnson

to safer suburbs. Instead, they told their sons that it was their duty to deal with the problems head on.

Johnson had always planned to follow in his parents footsteps and attend their alma mater, the University of Pennsylvania. Eventually, however, he accepted a full athletic scholarship from the University of Notre Dame, where he would go on to become a three-year starter at wide receiver and earn a place in Notre Dame’s record books and the 1999 NFL Draft along with a bachelor’s degree in business administration.

From the NFL to Corporate America

Johnson’s career as a professional football player spanned from 1999 – 2003. During that time he played for the Pittsburgh Steelers, New York Jets, Cincinnati Bengals and finally the Ottawa Renegades of the Canadian Football League. The constant stops and starts to what was once a promising career eventually led Johnson to retire at age 25 and pursue an MBA from the Tepper School of Business at Carnegie Mellon University.

While at Carnegie Mellon, Johnson was recruited by Bank of America to join their MBA Leadership program after graduation and work for the company in Los Angeles. The program’s participants were expected to complete a series of rotations through real estate, treasury management, derivatives and risk management before landing a permanent position. “My first rotation was in

commercial real estate,” said Johnson. “It was June 2006, the start of the last real estate boom, and my manager and I really hit it off. He asked me to stay and bypass the other departments. It took me all of 5 seconds to say yes.” Johnson credits that manager with helping to shape his career. Suddenly he was meeting with executives twice his age who were principals of real estate companies and wanted the bank to finance their companies’ various real estate investments.

“These were \$30 million – \$40 million deals,” said Johnson. “All of a sudden I was responsible for a \$600 million portfolio when five years prior, I was playing professional football. I could not have done it without a very supportive boss and a great team around me but ultimately, I was forced to either sink or swim.”

The Switch to JPMorgan Chase

Last year, JPMorgan Chase approached Johnson with an ask: Help the firm grow its platform in Southern California. JPMorgan Chase’s Commercial Banking platform, which acquired Washington Mutual in 2008, is still relatively new to the Southern California market. The firm is focused on providing fundamentally sound investments in well-run real estate companies domained in Southern California and they wanted a real estate banker with a deep network and a track record of success to lead the charge. The team would be lean and mean: one credit banker, one underwriter and two analysts to assist Johnson.

The offer proved irresistible, despite the fact that Johnson would leave his mentor behind. “A lot of people are

afraid of success,” he says. “They’ll say, ‘The competition is too tough. I’m not qualified yet.’ Before they get out of the starting blocks, someone else has already won the race. I have had my share of losses and lumps but none of them came because I didn’t answer the opening bell. If it took me 5 seconds to say yes to an early promotion at Bank of America, it took me 4 seconds to say yes to the opportunity presented by JPMorgan.”

New Assignment: Diversity Recruitment

Johnson’s latest assignment – which is in addition to his job directing the real estate banking group -- is close to his heart. He is the West Coast chair for JPMorgan’s Commercial Banking Campus Hiring Diversity Committee. The overall goal of the committee is to support and further a nationwide effort to hire diverse junior talent into the firm’s various Commercial Banking businesses.

This fall, the firm will target four West Coast schools for top talent: Stanford, UC Berkeley, USC and UCLA. “We are trying to engage top talent early so we can continue to have executives who look like the clients we work with,” he said. The outreach efforts will include lunch and learn seminars with JPMorgan executives, career fairs, open houses and guest lecturer appearances by staff. “This is some of my most important work,” said Johnson. “Today’s students are the architects of tomorrow.” Meanwhile, Johnson is working hard to make sure he keeps collecting wins and bringing others along for the ride. It is now his turn to help someone else become an opportunist. ■



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BOEING COMPANY

Joyce Tucker

years her growth and development both personally and professionally have been remarkable, while certain personality traits have remained the same. She is still very bright, attractive, friendly, caring and extremely fun-loving with a fantastic sense of humor in appropriate situations with family and friends.

“Professionally, she has grown to the degree that she is nationally recognized as an expert in her chosen field of civil and human rights,” Jett-Caldwell continued. “She is no longer quiet and naïve but very appropriately assertive and vocal, very high-profile and continuously sought out for keynote speaking, lectures, training, advisory boards, etc.”

Jett-Caldwell said one of Tucker’s best qualities is her ability to seek advice and accept it well.

“She has been so successful because she is highly intelligent, extremely dedicated to her work, loves what she does, has a very strong sense of right and wrong and is willing to go to the mat to combat discrimination in all forms,” Jett-Caldwell said. “Additionally, her analytical and leadership skills are superior.”

Jett-Caldwell isn’t surprised by Tucker’s professional accomplishments.

In the 1980s when then-Illinois Gov. James Thompson decided to merge three, small civil rights agencies into one, Tucker was asked to assume the lead role on administrative and managerial logistics. She did a great job, and the agency was successfully created,

so when the director’s position for the newly formed agency was posted she applied.

“The governor appointed a Blue Ribbon Recruitment Team to search the nation for the director, and Joyce and I discussed it and she submitted her resume to the search committee,” Jett-Caldwell said. “They disqualified her after reviewing her resume and credentials based, in their opinion, on her lack of sufficient administrative experience.”

Undaunted, Tucker submitted her resume directly to the governor.

“He called her in for an interview, and he saw what I and many others had seen for quite a while: the brilliant thought process, how quickly she analyzes a situation and develops a logical, efficient and effective response and her incredible ability to clearly communicate her ideas to others to persuade them toward a course of action,” Jett-Caldwell said. “She presented in an extremely impressive fashion, so much so that the governor usurped the search committee’s authority and appointed Joyce to the position of Director of the Illinois Department of Human Rights that day. With that appointment, she became the first black female director of a cabinet-level agency in Illinois.”

That wasn’t Tucker’s last appointment. In the 1990s she was appointed by then-President George H.W. Bush to be Commissioner of the U.S. Equal Employment Opportunity Commission and in 2001 she was appointed by then-President George W. Bush to serve on the White House Initiative Advisory Board for Historically Black Colleges and Universities. Tucker also

serves on the board of directors for the Near North Health Service Corporation and the Dr. Martin Luther King, Jr. Boys and Girls Club of Chicago.

Tucker has received numerous awards throughout her stellar career. Among them are The John Marshall Law School Alumni Association Distinguished Alumnus Award; the National Institute for Employment Equity Milestone Award for Civil Rights; the Dr. Martin Luther King, Jr. Boys & Girls Club King Legacy Award in recognition of “Leadership and Contributions to the Community”; the National Organization of Black County Officials’ Community Services Award for “A Life of Sharing and Lifting Others”; The Chicago Defender “Women of Excellence” Award; and the YWCA’s Dr. Dorothy Height Racial Justice Award.

Just don’t expect Tucker, who enjoys reading and going to the movies, to spend much time discussing her awards or honors. That’s because she’d rather spend time helping others.

When asked to give advice to women trying to succeed in corporate America, Tucker advises them to seek mentors and sponsors to help guide their career efforts, to obtain master’s degrees, to get internships and to volunteer.

Tucker said she was pleased by the appointment of Ursula Burns as CEO and Chairwoman of the Board at Xerox but, “I know there are many other top-notch minorities and women out there, and I hope they will see similar opportunities in the future.”

She is very likely among them. ■

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CENTRAL STATE Dr. Hammond

(MSA) committees.

Dr. Jackson-Hammond received a Doctorate Degree in education from Grambling State University in dual cognate areas: curriculum and instruction and student personnel services; and Education Specialist degree in counseling education from the University of Louisiana-Monroe; a master’s degree in communications from the University of Louisiana-Monroe, and a bachelor’s degree from Grambling State University. She is a graduate of the Harvard University Summer Institute for Education Management, the Harvard Seminar for New Presidents, the American Association of State Colleges and Universities Millennium Leadership Institute, and a Fellow of the Nissan and the National Association for Equal Opportunity Leadership for Academic Deans.

President Jackson-Hammond is a sought-after speaker on issues related to cultural competency, the unique contributions of historically black colleges and universities (HBCUs) and global education. She delivered the fall 2012 commencement address at advocates for Cultural Competence (MACC) and has been a keynote speaker for multiple national and inter She is the recipient of many state and national awards, to include a 1987-89 Louisiana State Board of Regents Fellow, and she has a number of publications to her credit.

A native of Monroe, Louisiana, she is married to Dr. James Eric Hammond, Sr. The couple has three children and are the proud grandparents of two grandchildren. ■

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SAINT AUGUSTINE’S Dr. Suber

freshman through the final “sign off of approval” as a graduating senior, the BPDC has created a curriculum and a systematic series of programs designed to equip and enable students to be successful in their careers as well as graduate studies. Based on the three factors, the Center’s goal is to ensure that students understand and embrace the notion that success is based on knowing what you need to know to be better than anyone else. Suber has ensured that an education is not left to chance. Every student at Saint Augustine’s University is introduced to career readiness as early as freshmen year, and each graduate is required to complete a series of professional development seminars and competencies to be eligible for graduation.

Saint Augustine’s University students and graduates have interned or gained full-time employment with organizations from the Office of the Governor of North Carolina, McDonalds Corporation, Nationwide Insurance, Disney, Fox News and ABC News to name a few.

Suber received a bachelor of science degree in early childhood education from Hampton (Institute) University, a master’s of education degree in curriculum development from the University of

Illinois at Urbana and a doctorate of education degree in educational administration from Virginia Polytechnic Institute and State University in Blacksburg, Va.

Suber was featured in the October 2005 issue of Essence Magazine and in 2006; she was awarded The Willie E. Gary “Making A Difference Award.” The 100 Black Men, Triangle East Chapter, awarded Dr. Suber the Education Award at their 2008 Gala “A Tribute to Women,” and in 2010 Suber received the Dr. Effie H. Jones Humanitarian Award from the American Association of School Administrators. This year, Dr. Suber was recognized by her peers and HBCU Digest as Outstanding Female President of the Year.

She currently serves on President Obama’s Board of Advisors to the White House Initiative on Historically Black Colleges and Universities and is only one of two presidents to be appointed by three United States presidents to serve on that board. She was appointed by the the U.S. Department of Homeland Security by former Secretary Janet Napolitano to serve on the Homeland Security Academic Advisory Council.

Dr. Suber’s pride and joy are her grandchildren: Taylor Marie, 5, Nyjil Brevard 14, and Samantha Ari Dianne, 8 - tomorrow’s leaders and change agents. ■



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UNION BANK, N.A. Leticia Aguilar

as well.

Aguilar is also committed to serving as a role model and mentor for young people hoping to follow in a similar career path. "Those of us who have been given opportunities to be successful have an obligation to give back," she says. "I tell young Latinos all the time, 'Don't ever underestimate yourself. Define what you want to do with your life, create a plan, and then go make it happen. The sky is the limit.'"

In Leticia's role at Union Bank, she strives to apply the same level of care and concern for her team that her mentors had with her. She believes that every human being has endless potential, and it's her responsibility to help them achieve their goals.

Leticia has always made a strong effort to give back to her community. She has held leadership positions with

numerous non-profit organizations and community groups that focus on her three key areas of interest: education, health care and the arts.

She has dedicated more than 20 years of support to the University of Southern California Latino Alumni Association, which awards scholarships to promising students. "There's a huge need for formal education in the Latino community," she says. "We have so many young people who are incredibly bright, and they need access to a good education to be able to develop a great career."

In 2012, Leticia also served as the Union Bank lead for the American Heart Association's Los Angeles Heart Walk and served as the Chair of the White Memorial Medical Center Annual Gala. Aguilar has also held leadership roles with such organizations as the Performing Arts Center of Los Angeles County, United Way of Greater Los Angeles and the Tomás Rivera Policy Institute, where she has served as chair.

In addition to her responsibilities at

the bank and her charitable work, Leticia is happiest at home, spending quality time with her family.

Leticia Aguilar is an executive vice president for Union Bank, N.A. Headquartered in San Francisco, UnionBanCal Corporation is a financial holding company with assets of \$88.2 billion at September 30, 2012. Its primary subsidiary, Union Bank, N.A., is a full-service commercial bank providing an array of financial services to individuals, small businesses, middle-market companies, and major corporations. The bank operated 402 branches in California, Washington, Oregon, Texas, Illinois, and New York as well as two international offices, on September 30, 2012. UnionBanCal Corporation is a wholly-owned subsidiary of The Bank of Tokyo-Mitsubishi UFJ, Ltd., which is a subsidiary of Mitsubishi UFJ Financial Group, Inc. Union Bank is a proud member of the Mitsubishi UFJ Financial Group (MUFG, NYSE:MTU), one of the world's largest financial organizations. Visit www.unionbank.com for more information. ■

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SPELMAN COLLEGE Dr. Tatum

Georgia Power corporate board of directors.

Dr. Tatum earned a B.A. degree in psychology from Wesleyan University, and M.A. and Ph.D. in clinical psychology from University of Michigan. She also holds a M.A. in religious studies from Hartford Seminary. She has served as a faculty member at the University of California at Santa Barbara, Westfield State College, and Mount Holyoke College, where she also served as dean and acting president. ■

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TOUGALOO COLLEGE Dr. Hogan

War"; "Comparable Worth: The Issue of Pay Equity"; "Public Policy Implications for HIV-AIDS in the Workplace"; "Higher Education and Civic Responsibility"; "Jobs and Economic Growth" and is a contributing author for a textbook published in 2008, **Leadership and Public Service**. She has received extensive recognition for her trailblazing contributions.

She is a member of Alpha Kappa Alpha Sorority and The Links, Inc. She and her husband, Marvin, have two adult sons and five grandchildren. ■

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JACKSON STATE Dr. Meyers

On a national level, Meyers is a fellow in the American Society of Mechanical Engineers and a board member of the American Council on Education. She's published numerous articles and reports and given more than 200 invited presentations and technical papers on education and diversity topics. Her numerous awards include the National Society of Black Engineers' Golden Torch Award and the National Science Foundation's Presidential Young Investigator Award. ■



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